DOCUMENT RESUME

ED 295 452 FL 016 626

AUTHOR Bush-Bacelis, Jean
TITLE Cross-Cultural Training for Business: Current State of the Art and Bibliography.
PUB DATE Apr 86
NOTE 23p.; In: Proceedings of the Fifth Annual Eastern Michigan University Conference on Languages for Business and the Professions (see FL 016 586).
PUB TYPE Information Analyses (070) -- Reference Materials - Bibliographies (131) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Business Administration Education; *Business Communication; *Cross Cultural Training; Cultural Awareness; Information Sources; *International Trade; *Languages for Special Purposes; Multicultural Education; Research Methodology; *Research Needs; Second Language Instruction

ABSTRACT

A review of current research and research needs in cross-cultural training for business and a bibliography are presented. Future research should look at the world market that exists beyond traditional countries engaging in international trade. Business opportunities are available elsewhere, but American businessmen are ill-prepared to take advantage of those opportunities. Such research might focus on challenging hypotheses, finding new data sources, or taking an interdisciplinary view of aspects of international management. The methodology of research on business culture should be further developed. The bibliography contains citations of journal and periodical articles, book articles, and books on cross-cultural training for business culled from a database search by computer and library collections. (MSE)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

667

ED295452

CROSS-CULTURAL TRAINING FOR BUSINESS: CURRENT STATE OF THE ART AND BIBLIOGRAPHY

Jean Bush-Bacelis

Department of Management
College of Business
Eastern Michigan University
504 Pray Harold
Ypsilanti, Michigan 48197 U.S.A.

(313) 487-0157

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

✓ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

FL016626

Whenever a presenter indicates a willingness to describe the "state of the art", it sounds a bit presumptuous. While I do not pretend to know all, nor even to know every study which has been conducted in cross-cultural training, it is my hope that you may benefit from the studies I do know about, and from my observations. Because I bring a business perspective plus a communication perspective to this paper, it is also my hope that I will stimulate your thoughts and ideas in a new and fresh way. It is my assumption that most of the audience members have experience or at least interest in cross-cultural training. The most positive result of this presentation would be to arouse more questions and more discussion concerning the area.

This paper then, is composed of two parts: an explanation of current research and future needs, plus a bibliography with an explanation of how the sources were located.

The great English philosopher, Alfred Whitehead, stated that research expands knowledge, establishes orderly theory and principles, and is essential to effective education and teaching. Additionally, he adds, research spreads understanding and contributes wisdom (Dymsza, 9). Clearly the field of intercultural or cross-cultural communication is relevant in today's business world. One has only to pick up any newspaper or news magazine to read about the USA losing ground in the world marketplace, or about how we need to be competitive on a global basis, to be reminded that there is a great need for our experitise. In a March 3, 1986 article, Peters sums it up well,

> The truth is, our previous successes abroad were won because there were no alternatives, not because we had honed our international management skills. Will a surcharge on Japanese goods overcome this barrier? No, only one thing will: Listening (59).

But, how can our businesswomen and men listen if they do not have the appropriate cultural training? They won't know how to listen, what to listen to, nor how to respond in order to ellicit the desired response. But, this audience is not the one which needs to be convinced as to the importance of cultural training; the business community is.

Past cross-cultural research has come from a diverse number of fields, including: sociology, anthropology, foreign language and even business. Yes, business has long studied the multinational corporation (MNC) but mostly as a curiosity. Now nearly every business is becoming multinational and must be concerned with more than monetary exchange. Increasingly, the international division of businesses is disappearing; the entire

company is international. More managers, at more levels, must become "globally oriented" in order to compete in the world market.

With the demand for internationalization as strong as it seems, there should be unlimited funding from governments and from corporations. Yet we all know differently. Hopefully this will change as others realize that the world market is not limited to the USA, Japan and Germany. These countries command a great deal of attention and are more likely to attract funding and to have research about them published. However, we are ignoring many other countries, languages and cultures and it is about these countries that we can provide training.

The first recommendation then, for research is to look beyond the traditional countries for a world market. Latin America, for example, is a wide open market, as yet unstudied and untapped. There is great potential for research and for business opportunities in Latin America. But today's American managers are ill-prepared to develop business in Latin America. While a lack of knowledge about Latin America is one aspect of cross-cultural research, it implies that perhaps as researchers we are unwilling to try new and different fields. A frequently levelled criticism of research areas is this lack of adventurous effort. The area of international business is no exception and clearly we need to investigate a number of different areas. Dymsza suggests a need for: Challenging hypotheses, new data sources, plus interdiscipilinary conceptual and empirical research in many aspects of international management (10).

As American business slowly becomes globalized in thought and action they need us to help. They need to learn about cultures, and to learn how to apply this knowledge to business planning (long and short term), to decision making, and strategy implementation. In short, as cross-cultural trainers and educators we need to learn to speak "business" just as much as business people need to learn to speak the languages we teach and to function with and within other cultures. Certainly I do not suggest becoming an expert in accounting or management, but I do suggest that we should use some of our own training methods on ourselves and accept the "culture" of business, and business schools.

One of the criticisms which appears repeatedly, is that a questionable methodology (the questionnaire) was used for much of business research in the international area. As a method the questionnaire is certainly efficient and economical. However the researcher may or may not have control upon the actual distribution, the completeness of answers, the conditions around the answers, and the questionnaire itself may very well have not only standard kinds of biases built in but also cultural factors. There is definitely a need for in-person interviews of key executives. In order to do this, we must learn to function within the culture of business.

The USA is becoming more service and information processing centered as opposed to being based upon manufacturing as in the past. Because service and even information processing are more behavioral, our services as "interpreters" of new and unfamiliar

cultures will be increasingly needed. Service and information processing rely heavily on human input. As a society we cannot rely upon what we have had to offer since World War II. We must join the modern world and have a realistic view of the capabilities of the US business community as it interacts with the world.

As researchers we can contribute towards some of the future needs such as they ways in which MNC's interrelate (production, marketing, finance, human resources, and so on). Additionally we not only can, but must help American businesses to understand strategies which work and those which do not work concerning the risks of: politics, operational planning, actual operation, evaluation systems, contingency planning, and response to crisis.

Training of employees who are in contact with other nationals and of employees who are assigned overseas is an area in which some progress has been made. However we need to develop frameworks for these people so they can respond appropriately. They need to know much more than how and when to say please and thank you. It is a start learn a language, for it is impossible to separate language and culture. But theory is needed so a manager can be equipped to make the appropriate decision based upon a deep understanding rather than memorization of etiquette. There are many gaps in understanding other cultures. Not knowing about these other cultures creates havoc for American business people; it is a havoc we as cross cultural educators and trainers could and should minimize.

In the second portion of this paper, I will explain how the larger bibliography was found. The previously mentioned havoc of American business people must be minimized by the cross-cultural educators like ourselves. While no sources should be ignored, I have presented those I have found to be most helpful. The obvious starting place is the card catalogue of the library plus the various indexes. The index of special help for this project was the Business Periodicals Index. Some of the more commonly used headings proved useless. The following did provide helpful sources:

1. culture
2. leadership
3. cross-cultural studies
4. intercultural
5. business-international aspects
6. international management
7. sociolinguistics

Enough description was provided in the index so one could judge if it would serve a specific purpose.

When I chose a particular aspect of Latin American culture I wished to investigate and thoroughly exhausted the above index and card catalogue, the next step was to contact the business librarian for a computer search. It pays (literally) to study ahead of time, as some computer accessed networks offer a discount after 6 p.m. Additionally it pays to study the headings provided by the computer network and with the help of the librarian, plan the strategy. The first heading we used was

Mexico or Hispanic or Latin or Central or South America. 2,348 documents were found. We narrowed the category as we went along, specifying information desired by the use of the headings provided until we arrived at 20 or so and then asked for a print-out. It was provided immediately and I paid for approximately six minutes of "on-line" time. It was certainly worth the minimal fee.

Finally, I would urge the researcher to investigate doctoral dissertations, governmental and private documents and even to browse through certain journals. Journals of special interest to the cross-cultural researcher include:

1. Journal of Cross Cultural Psychology
2. Management International Review
3. International Studies of Management and Organization (translation-articles by non-US authors)
4. Journal of International Business Studies
5. European Journal of Social Psychology
6. International Journal of Intercultural Relations
7. International and Intercultural Communication Annual

These seven journals have provided especially helpful insight into intercultural issues and business issues. They have clearly illustrated the commonality of these two areas.

Hopefully this two-part paper has stimulated thought, perhaps inspired further investigation into the myriad of areas which are so important to American and worldwide business success. In it I have attempted to explain how strongly we need further research and in which areas it is most needed. Secondly I have presented briefly how I went about accumulating the

bibliography which follows. And finally I repeat the words of Alfred Whitehead, as a call to you to: pursue research which will expand knowledge, establish orderly theory and principles, spread understanding and contribute to wisdom in order to improve the human condition (Dymsza, 9).

BIBLIOGRAPHY

(for paper)

Dymsza, William A. "Future International Business Research and Multidisciplinary Studies" Journal of International Business Studies Spring/Summer 1984.

Gudykunst, William B. ed. Intercultural Communication Theory Current Perspectives. Beverly Hills: Sage Publications. 1983.

Peters, Tom. "Closed Minds Can't Open Markets" U.S. News & World Report, March 3, 1986.

Shaw, Marvin E. and Costanzo, Philip R. Theories of Social Psychology. New York: McGraw-Hill. 1982.

BIBLIOGRAPHY

Articles in Books

Brislin, R. W.; K. Cushner, C. Cherrie; and M. Yong. Intercultural Interactions: A Practical Guide. Beverly Hills: Sage Publications, 1986

Chu, Godwin C. "Problems of Cross-Cultural Communication Research." International Communication. Ed. Heinz-Diedrich Fischer and John Calhoun Merrill. New York: Hastings House Publishers, 1970.

Collier, M. J. "Culture and Gender." Ed. Margaret L. McLaughlin. Communication Yearbook 9. Beverly Hills: Sage Publications, 1985.

Condon, J. "So Near the U.S." Ed. C. S. Samovar and R. E. Porter. Intercultural Communication: A Reader, 3rd Ed. Belmont, CA: Wadsworth, 1982, pp. 108-113.

Delli Sante, A. M. "The Private Sdctor, Business Organization and International Influence: A Case Study of Mexico." Ed. R. R. Fagan. Capitalism and the State in U.S.-Latin American Relations. Stanford: Stanford University Press, 1979, pp. 337-381.

Gudykunst, W. B. The Influence of Language on Uncertainty Reduction." Ed. Margaret L. McLaughlin. Communication Yearbook 9. Beverly Hills: Sate Publication, 1985.

Hjelholt, Gunnar. "Europe is Different." European Contributions to Organization Theory. Ed. Geert Hofstede and M. Sami Kassam. Assen Netherlands: Von Gorcum, 1976.

Lazarsfeld, Paul F. "The Prognosis for International Communications Research." International Communication. Ed. Heinz-Diedrich Fischer and John Calhoun Merrill. New York: Hastings House Publishers, 1970, pp. 453-459.

Maletzke, Gerhard. "Intercultural and International Communication." International Communication. Ed. Heinz-Diedrich Fischer and John Calhoun Merrill. New York: Hastings House Publishers, 1970, pp. 471-479.

*Prosser, M. H. Intercultural Communication Theory and Research: An Overview of Major Constructs." Ed. B. D. Ruben, Communication Yearbook 2. New Brunswick, NJ: Transaction Books, 1978, 00. 335-343.

Smith. A. G. Communication and Intercultural Conflict." Ed. C. E. Larson and F. F. X. Dance. Perspectives on Communications. Shorewood: Helix Press, 1970, pp. 166-173.

Sarbaugh, L. E. "A Systematic Framework for Analyzing Intercultural Communication." Ed. N. C. Jain. International & Intercultural Communication, vol. V. Fall Church, VA: Speech Communication Association, pp. 11-22.

Wiseman, R. and H. Abe. "Cognitive Complexity and Intercultural Effectiveness." Communication Yearbook 9. Beverly Hills: Sage Publications. 1985.

Journals and Periodicals

Adler, N. J. "A Typology of Management Studies Involving Culture." Journal of International Business Studies, 14 (Fall, 1983), 29-47.

___. "Cross-Cultural Management Research: The Ostrich and the Trend." Academy Management Review, 8 (April. 1983), 226-32.

---. "Typology of Management Studies Involving Culture." Journal of International Business Studies, 14 (Fall, 1983), 45-7.

Agthe, E. and K. J. Pendergast. "Bhumiputra: What Is It? And Why Do I Need It?" Business Horizon, 26 (1983), 60-8.

Anderson, L. R. "Management of the Mixed Cultural Work Group." Organizational Behavior and Human Performance, 31 (June4, 1983), 303-30.

Arbose, J. "The Men Behind the Multinationals." International Management, 38 (N. 1983), 20-1+.

Baker, J. C. "Foreign Language and Predeparture Training in U.S. Multinational Firms." Personnel Administration, 29 (July, 1984), 68-70+.

--- and J. M. Ivancevich. "The Assignment of American Executives Abroad: Systematic, Haphazard or Chaotic?" California Management Review XIII, (1971).

Bartlett, C. A. "How Multinational Organizations Evolve." Journal of Business Strategy, 3 (Summer, 1982), 20-32.

"Better Management, Less Restructuring: Rx for MNC's." Management Review, 72 (Summer, 1983), 54-5.

Boseman, F. Glenn and Arvind Phatak. "Management Practices of Industrial Enterprises in Mexico: A Comparative Study." Management International Review, V. 18 (Jan., 1978), pp. 45-48.

Brossard, Michel and Marc Maurice. "Is There a Universal Model of Org. Structure?" International Studies of Management and Organization. (Fall, 1976).

Buckley, J. and R. D. Pearce. "Exports in the Strategy of Multinational Enterprises." Journal of Business Resources, 12 (June, 1984), 209-25.

"Compensation Practices: What About the overseas Manager?" Management Review, 72 (Nov., 1983), 57-8).

Conway, M. A. "Reducing Expatriate Failure Rates." Personnel Administration, 29 (July, 1984), 31-2+.

Casey, James W. "A Cultural Approach to Communication." Communication, 2 (1975), pp. 1-22.

---. "Communication and Culture." Communication Research, 2 (1975), pp. 173-191.

Copeland. L. "Training Americans to do Business Overseas." Training, 21 (July, 1984), 22-9+.

Crener Al. "Reduction of Conflicts Between Host /governments and Transnational Corporations: A Case Study in Brazil." Management International Review, 23, No. 3 (1983), 36-47.

Daniels, D., et al. "Strategy & Structure of U.S. Multi-nationals: An Exploratory Study." Acad. Management Journal, 27 (June, 1984), 292-307.

Davidson, W. H. and P. Haspeslagh. "Shaping a Global Product Organization." Harvard Business Review, 60 (July-Aug., 1982), 125-32.

DeCraemer, William. "A Cross-Cultural Perspective on Personhood." Milbank Memorial Fund Quarterly Health Society, 61 (Winter, 1983), 19-34.

Dotlich, D. L. "International & Interacultural Management Development." Training Development Journal, 36 (Oct., 1982), 25-8+.

"Drastic New Strategies to Keep U.S. Multinational Competitive." Business Week, (Oct. 8, 1984), p. 168.

Dunn, Frederica Hoge. "Successful International Executives; Critical Characteristics for Effective Performance." Transnational Information, (1980), p. 314-23.

Dymsza, William. "Future International Business Research and Multi-disciplinary Studies." Journal of International Business Studies, (Spring/Summer, 1984), pp. 9-13.

Eure, Jack D. Jr. "Applicability of Selected American Written Business Communication Principles Across Cultural Boundaries With Particular Reference to Mexico." Ph.D. Dissertation, Louisiana State University, 1975.

Fenn, D. "Innocents Abroad." Inc, 6 (June, 1984), 19.

Ford, J. A. and R. C. Maddox, "Worldly Wisdom: Managing in the Multinational Age." Management World, II (Dec., 1982), 44+.

Foy, Nancy and Herman Gadon. "Worker Participation: Contrasts in Three Countries." Harvard Business Review, (May-June, 1976).

Gorden, I. "Organization Imperatives and Cultural Modifiers." Business Horizon, 27 (May-June, 1984), 76-83.

Graham, J. L. "Brazilian, Japanese & American Business Negotiations." Journal of International Business Studies, 14 (Spring-Summer, 1983), 47-61.

Grossberg, Lawrence. "Interpreting the 'Crisis' of Culture in Communication Theory." Journal of Communication, (Winter, 1979), 56-68.

Greene, W. E. and G. D. Walls. "Human Resources; Hiring Internationall." Pers. Administration, 29 (July, 1984), 61-4+.

Gudykunst, William B. "Uncertainty Reduction & Predictability of Behavior in Low and High Context Cultures: An Exploratory Study." Communication Quarterly, 31 (1983), 49-55.

---. and Tsukasa Nishida. "Individual and Cultural Influences on Uncertainty Reduction." Communication Monographs, Vol. 51 (March, 1984).

Haire, Mason, Edwin E. Ghiselli and Lyman W. Porter. "Cultural Patterns in the Role of the Manager." Industrial Relations, 2 (1963), pp. 95-117.

Hall, Edward T. "How Cultures Collide." Psychology Today, July, 1976.

---. "The Silent Language in Overseas Business." Harvard Business Review, May-June, 1960.

Hamilton, K. "Challenges, Companionship for AMC Families in China." Automotive News, (July 30, 1984), p. 48.

Henderson, N. "Selling Abroad: Speaking their Language." Business Administration, 4 (Sept. 7, 1981), 10-13.

Herbert, T. T. "Strategy and MNO Organization Structure: An Interorganizational Relationships Perspective." Academy Management Review, 9 (April, 1984), 259-70.

Hildebrandt, Herbert W. "Cultural Communication Problems of Foreign Business Personnel in the U.S." Journal of Business Communication, Vol. 13 (Fall, 1975).

Hofstede, Geert. "Alienation at the Top." Organizational Dynamics, (Winter, 1974).

---. "The Cultural Relativity of Organizational Practices and Theories." Journal International Business Stud., 14 (Fall, 1983), 75-89.

---. "Motivation, Leadership and organization: Do American Theories Apply Abroad?" Organizational Dynamics, 9 (Summer, 1980), 42-63.

---. "Discussion of Motivation, Leadership and Organization: Do American Theories Apply Abroad?" Organizational Dynamics, 10 (Summer, 1981), 49-68.

Howard, J. A. "Black Hole in the Businessman's Perception of His Problems," (Interacting in Cultural Forces) Address April 15, 1981, Vital Speeches, 47 (June 1, 1981), 502-6.

"Industry Must Track Shifts in Culture." (Life Insurance Business). National Underwriter, 87 (Nov. 26, 1983), 34-5.

Insko, C. A.; R. W. Nacoste, and J. L. Moe. "Belief Congruence and Racial Discrimination: Review of the Evidence and Critical Evaluation." European Journal of Social Psychology, 13 (1983), 153-174.

Joeger, A. M. "The Transfer of Organizational Culture Overseas: An Approach to Control in the Multinational Corp." Journal of International Business Studies, 14 (Fall, 1983), 91-104.

James, L. R. and J. F. White. "Cross-Situational Specificity in Managers' Perceptions of Subordinate Performance, Attributions and Leader Behaviors." Personnel Psychology, 36 (Winter, 1938), 908-56.

Johnson, J. David and Albert R. Tims. "Communication Factors Related to Closer International Ties." Human Communication Research, 12, #2 (Winter, 1985), 259-273.

Kanungo, R. N. and R. W. Wright. "A Cross-Cultural Comparative Study of Managerial Job Attitudes." Journal of International Business Studies, 14 (Fall, 1983), 115-29.

Kraar, Louis. "The Multinationals Get Smarter About Political Risks." Fortune, (March 24, 1980).

Katz, Elihu. "Mass Communication Res. and the Study of Culture." Studies in Public Communication, 2, (Summer, 1959), pp. 1-6.

Lee, C. Cross-Cultural Training: Don't Leave Home Without It." Training, 20 (July, 1983), 20-1+.

Leontiades, J. "Market Share and Corporate Strategy in International Industries." Journal of Business Strategy, 5 (Summer, 1984), 30-7.

"Mad Dogs and Expatriots." Economist, 290 (March 3, 1984), 69.

Manning, B. "International Communication: survival in a Snowdrift." Public Relations Quarterly, 26 (Fall, 1981), 16-18.

Maynard, H. "Breaking Language Barriers: An International Necessity." Humanist, 42 (May/June, 1982), 22-6.

"Multinationals Abroad." Economist, 290 (March 31, 1984), 82.

"Multinationals: A Powerful Minority of Three." Economist, 289 (Nov. 19, 1983), 58.

Nincic, M. and B. Russett. "The Effects of Similarity and Interests on Attitudes Towards Foreign Countires." Public Opinion Quarterly, 43 (1979). 68-78.

Negandhi, A. R. "Cross-Cultural Management Research: Trend and Future Directions." Journal of International Business Studies, 14 (Fall, 1983), 17-28.

O'Connor, Walter F. "New Globalism: A Game Every Multinational Will Have to Play." Management Review, 72 (May, 1983), 29+.

O'Driscoll M. and N. Feather. "Perceptions of Value Congruence and Interethnic Behavioral Intentions." International Journal of Intercultural Relations, 7 (1983), 239-252.

Pacanowsky, Michael E. and Nick O'Donnell-Trujillo. "Organizational Communication as Cultural Performance." Communication Monographs, 50, (June, 1983).

Paul, Karen and Robert Barbato. "The Multinational Corporation in the Less Developed Country: The Economic Development Model vs. the North South Model." Academy of Management Review, Vol. 10, No. 1, (Jan., 1985), p. 8.

Saburo, Haneda and Hirosuke Shima. "Japanese Communication Behavior as Reflected in Letter Writing." Journal of Business Communication, 19, (Winter, 1982).

Sekaron, U. "Methodological and Theoretical Issues and Advancements in Cross-Cultural Research." Journal of International Business Studies, (Fall, 1983), 61-73.

---. "Methods and Theoretical Issues and Advancement in Cross-Cultural Research." Journal of International Business Studies, (Fall, 1983), 72-3.

Simard, L. "Cross-Cultural Interaction." Journal of Social Psychology, 113 (1981), p. 171-192.

Shahzard, N. "The American Expatriate Manager's Role and Future in Today's World." Human Resource Planning, 7, No. 1 (1984), 55-61.

Smeltzer, L. R. et al. "Managerial Communication" The Merging of Business Communication, Organizational Communication and Management." Journal of Business Communication, 20 (Fall, 1983), 71-8.

Stull, J. B. "Communication Multinational Companies." Supervisory Management, 28 (August, 1983), 2-9.

Sullivan, J. "Relationship Between Conflict Resolution Approaches and Trust - A Cross Cultural Study." Academy Management Journal, 24 (December, 1981), 803-15.

"Ten Commandments Guide Multinational Packaging." Mark, News, 17 (December 23, 1983), 3+

Thackray J. "Times for Multinational Businesses." McKinsey Quarterly, (Summer, 1983), p. 54-63.

"Training Executives to be Diplomats." Personnel Journal, 63 (July, 1984), 12+.

Wigglesworth, D. C. "Management Development Overseas - Some Thoughts." Training and Development Journal, 35 (Oct., 1981), 73-6.

Willis, H. L. "Selection for Employment in Developing Countries." Pers. Adm., 29 (July, 1984), 53-5+.

Woodworth, W. and R. Nelson. "Information About Latin American Organization: Some Cautions." Management International Review, V. 20, No. 2 (1980), 61-9.

Yabrudi, P. and L. Diab. "The Effects of Attitude Similarity - Dissimilarity, Religion and Topic Importance on Interpersonal Attraction Among Lebanese University Students." Journal of Social Psychology, 106 (1978), pp. 167-171.

Books

Ballesteros, Octavio A. Bilingual-Bicultural Education; an Annotated Bibliography 1936-1982. McFarland and Co., 1983.

Barnet, R. and R. Mullen. The Power of the Multi-National Corporation NY: Simon & Schuster. 1974.

Bochner, Stephen, ed. Cultures in Contact; Studies in Cross Cultural Interaction. Vol. 1. Pergamon Press, 1982.

Bond, Floyd A., Herbert W. Hildebrandt; Edwin L. Miller; and Alfred W. Swinyard. The Newly Promoted Executive: A Study in Corporate Leadership. Ann Arbor, MI: University of Michigan Press, 1982.

Boulding, Elise. Women: The Fifth World. New York: Foreign Policy Association, 1980.

Bowers, John Waite. Designing the Communication Experiment. New York: Random House, 1970.

Brislin, Richard. Cross-Cultural Encounters; Face-to-Face Interaction. (Pergamon general psychology series no. 93). Pergamon Press, 1981, p. 333-54.

---. Cross-Cultural Perspectives in Learning. NY: Pergamon Press, 1975.

---. Cross-Cultural Orientation Programs. NY: Pergamon Press, 1976.

---. Handbook of Cross-Cultural Psychology. NY: Pergamon Press, 1980.

---. Cross-Cultural Encounters. Face-to-Face Interaction. NY: Pergamon Press, 1981.

Brown, Ina Corinne. Understanding Other Cultures. Englewood Cliffs, NJ: Prentice-Hall, 1963.

Cardoso, F. H. and E. Faletto. Dependency and Development in Latin America. Berkely, CA: University of California Press, 1979.

Casse, Pierre. Training for the Cross-Cultural Mind. Society for Intercultural Education, Training & Res. Washington, D.C., 1980.

Casson, Mark, ed. The Growth of International Business. London: George Allen & Irwin, 1983.

Christensen, Larry B. Experimental Methodology. Boston: Allyn and Bacon, Inc., 1977.

Condon, John and M. Saito, eds. Communicating Across Cultures for What? New York: Simul Press, 1976.

Condon, John C. and Fathi Yousef. An Introduction to Intercultural Communication. Indianapolis: Bobbs-Merrill, 1975.

Craig, JoAnn. Culture Shock! Singapore: Times Books International, 1979.

David, Norman. The Cultural Barrier: Problems in the Exchange of Ideas. Edinburgh: Edinburgh University Press, 1975.

Deal, Terrence E. Corporate Culture: The Rites and Rituals of Corporation Life. 1982.

Dunham, Randall B. and Frank J. Smith. Organizational Surveys. Glenview, IL: Scott, Foresman and Company, 1979.

Douglas, Mary. Natural Symbols: Exploration in Cosmology. New York: Vintage Press, 1973.

Fischer, Heinz-Dietrich, Ph.D. and John Calhoun Merrill, Ph.D., eds. International Communication. NY: Hastings House Publishers, 1970.

Fischer, Glen H. American Communication is a Global Society.

Gudykunst, W. B. and Y. Y. Kim. Communicating With Strangers. Reading, MA: Addison-Wesley, 1984.

---. and Y. Kim, eds. Methods for Intercultural Communication Research. Beverly Hills: Sate Publications, 1984.

---., L. Stewart, and S. Ting-Toomey, eds. Communication, Culture and Organizational Processes. Beverly Hills: Sage Publications, 1985.

Haas, M. International Conflict. NY: Bobbs-Merrill, 1974.

Haggblade, Berle. Business Communication. St. Paul: West Publishing Co., 1982.

Hall, Edward T. Beyond Culture. New York: Doubleday, 1976.

---. The Silent Language. NY: Anchor-Doubleday, 1973.

---. Beyond Culture. 1977.

---. Dance of Life: The Other Dimension of Time. 1983.

---. Hidden Dimension. 1966.

Handbook of Cultural Training. Vol. 1 & 2, 1983.

Harris, Philip R. and Rob T. Moran. Managing Cultural Differences. Gulf, Houston, 1979.

Hildebrandt, Herbert W., ed. International Business Communication. Division of Research Graduate School of Business Administration, University of Michigan, Ann Arbor, 1981.

Hofstede, Geert. Culture's Consequences: International Differences in Work-Related Values. Beverly Hills: Sate Publications, 1980.

Innis, Harold A. The Bias of Communication. Toronto: University of Toronto, 1981.

---. Changing Concepts of Time. Toronto: University of Toronto, 1952.

Joseph, Franz M., ed. As Others See Us: The U.S. Through Foreign Eyes. Princeton, NJ: Princeton University Press, 1959.

Joynt, Pat and Malcolm Warner. Managing in Different Cultures. England: Universitatsfonlaget, 1985.

Kluckholn, Florence and Fred L. Strodtbeck. Variations in Value Orientations. Evanston, IL: Row Peterson, 1961.

Kohls, Robert L. Survival Kit for Overseas Living. Intercultural Network, La Grange Park, IL, 1979.

Landis, Dan and Richard W. Brislin, eds. Handbook of Intercultural Training. Vol. I & II. New York: Pergamon Press, 1983.

Levinson, David. Toward Explaining Human Culture. New Haven, CT: HRAF Press, 1980.

McLuhan, Herbert Marshall. Culture is Our Business. NY: McGraw-Hill, 1970.

Morris, Desmond, Peter Collett, Peter Marsh, and Marie O. Shaughness, et al. Gestures: Their Origins and Distribution. NY: Stein & Day, 1979.

Newmark, Eileen and Molefi K. Asante. Intercultural Communication. NY: State University of New York at Buffalo, 1976.

Palmquist, B. and K. Darrow, eds. Transcultural Study Guide. 2nd ed. Stanford, CA: Volunteers in Asia, 1975.

Pederson, Paul, ed. Readings in Intercultural Communication. Vol. IV, 1975, Society for International Training, Education and Research.

Peters. Thomas J. and Robert H. Waterman. In Search of Excellence. New York: Warner Books, 1982.

Phatak Arvind V. International Dimensions of Management. Boston: Kent, 1983.

Piet-Pelon, Nancy J. and Barbara Hornby. In Another Dimension: A Guide for Women Who Live Overseas. Yarmouth, Maine: Intercultural Press, Inc., 1985.

Prosser, M. H. Intercommunication Among Nations and Peoples. NY: Harper and Row, 1973.

Raban, Jonathan. Arabia: A Journey Through the Labyrinth. NY: Simon and Schuster, 1979.

Rogers, E. M. and F. F. Shoemaker. Communication of Innovation: A Cross-Cultural Approach, New York: Free Press, 1971.

Ramos, Samuel. Profile of Man and Culture in Mexico. 1934; rpt. Austin, TX: University of Texas Press, Pan American Paperback Edition, 1975.

Ricks, David A. Big Business Blunders. Homewood, IL: Dow Jones-Irwin, 1983.

Riding. Alan. Distant Neighbors: A Portrait of the Mexicans. NY: Alfred P. Knopf, 1984.

Robinson, Richard D. Internationalization of Business: An Introduction. Chicago: The Dryden Press, 1984.

Ruben, Brent D. Interdisciplinary Approaches to Human Communication, 1979.

Ruben, Brent, ed. Communication Yearbook I. New Brunswick, NJ: Transaction Books, 1977.

Ruhly, Sharon. Intercultural Communication. 2nd ed. MODCOM Modules in Speech Communication. Ed. Ronald L. Applebaum and Roderick P. Hart. Chicago: Science Research Associates, Inc., 1982.

Rules and Meanings: The Anthropology of Everyday Knowledge. Penguin, 1973.

Samovar Larry A. and Richard E. Porter. Intercultural Communication A Reader. Belmont, CA: Wadsworth Publishing Company, Inc., 1972.

---., Richard E. Porter, Jain, and Nemic. Understanding Intercultural Communication. Belmont, CA: Wadsworth, 1981.

Scarbaugh, L. E. Intercultural Communication. Rochelle Park, NJ: Hayden Book Co., 1978.

Seelye, H. Ned. Teaching Culture. Lincolnwood, IL: National Textbook Company, 1984.

Sitaram, K. S. Foundations of Intercultural Communication. Columbus, OH: Charles E. Merrill Publishing Company, 1976.

Smith, Anthony. The Geopolitics of Information: How Western Culture Dominates the World. NY: Oxford University Press, 1980.

Smith, Elise C. and Louise Fiber Luce, eds. Toward Internationalism Readings in Cross-Cultural Communication. Rowley, Mass.: Newberry House, 1979.

Steward, Edward C. American Cultural Patterns: A Cross Cultural Perspective. 1972; partial rpt. in Toward Internationalism. 1979.

Stone, Eugene F. Research Methods in Organizational Behavior. Santa Monica, CA: Goodyear Publishing Company, Inc., 1978.

Terpstra, Vern. The Cultural Environment of International Business. Cincinnati: South-Western, 1978.

Triandis, H. C. and R. W. Brislin. "Cross-Cultural Psychology." American Psychologist 39 (1984), 1014-16.

Tung, R. L. "Strategic Management of Human Resources in the Multinational Enterprise. Human Resource Management, 23 (Summer, 1984), 129-43.

Weinshall, Theordore D. Culture and Management. Penguin, 1977.

Webber, Ross A. ed. Culture and Management. Homewood, IL: Richard D. Irwin, Inc., 1969.

Williams, Raymond. Culture and Society, 1780-1950. NY: Harper & Row, 1966.

---. Keywords: A Vocabulary of Culture and Society. NY: Oxford University Press, 1976.